

# GRESHAM CITY COUNCIL

## AGENDA ITEM TYPE: DECISION



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### Intergovernmental Agreement with City of Portland and Multnomah County: Neighborhood Stabilization Program

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Meeting Date: August 18, 2009  
Service Area: Urban Design and Planning

Agenda Item Number: E-1  
Service Area Manager: Mike Abbaté

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#### REQUESTED COUNCIL ACTION

Move to approve Intergovernmental Agreement between City of Gresham, City of Portland, and Multnomah County regarding intent to coordinate Neighborhood Stabilization Program efforts.

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#### PUBLIC PURPOSE AND COMMUNITY OUTCOME

The Neighborhood Stabilization Program is included in the 2009 Council Work Plan. The Program is intended to address the impact of foreclosed properties on Gresham neighborhoods.

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#### BACKGROUND

The Neighborhood Stabilization Program (NSP) was authorized by Congress last Fall under the *Housing and Economic Recovery Act of 2008*. NSP is intended to provide targeted emergency assistance to local governments to mitigate the negative impact of foreclosed properties on neighborhoods. Funds can be used for a variety of strategies including homebuyer assistance, demolition, and rehabilitation or redevelopment of foreclosed properties that might otherwise become sources of abandonment and blight.

NSP funds are channeled to grantees through the State of Oregon from the U.S. Department of Housing and Urban Development (HUD). On January 6, 2009, Council adopted a Resolution accepting the grant of \$645,330 in NSP funds from Oregon Housing and Community Services (OHCS). Because of some changes to NSP regulations in the American Recovery and Reinvestment Act of 2009, the grant agreement from OHCS was delayed until May, and as of August 3, 2008, the City was still waiting on a subsequent required Amendment to the grant agreement from OHCS.

In the meantime, City staff have worked with City of Portland and Multnomah County to develop a cooperative approach to NSP-funded projects. An Intergovernmental Agreement (IGA) has been developed that would establish a partnership to make the best use of NSP funds within the program guidelines, consistent with the goals of the partners. Key elements of the partnership defined in the IGA include:

- NSP activities will be undertaken with the following goals in mind:
  - Reduce the negative impact of foreclosed properties on neighborhoods
  - Promote homeownership and provide greater homeownership opportunities for historically disadvantaged communities
  - Increase the availability of affordable housing
  - Assist the maximum number of households possible with NSP funds

- Maximize the impact of public investment through policies guaranteeing long-term affordability
- Portland Housing Bureau will act as the Lead Agency for the partnership, responsible for actual administration of activities, accounting & disbursement of funds, and compliance and reporting.
- Gresham and Multnomah County will serve in an active policy advisory role as the NSP partnership evolves, and have an active role in the selection of activities to be funded. There will be an ongoing steering group with representatives from the three jurisdictions, meeting regularly to make decisions about the program and see that the goals of the partnership are met.
- Generally it is understood that Gresham's share of NSP funds are to be used for activities within Gresham city limits, and Portland funds for activities within Portland. However, the IGA will provide for the possibility of jointly funding a project that furthers one or more goals of both cities, upon mutual agreement.
- NSP administrative funds from Gresham and Multnomah County will be used to compensate Portland for costs it incurs to operate NSP-funded activities; Gresham pledges up to \$25,000 in NSP administrative funds to Portland for this purpose, and will retain \$27,680 to pay for administrative costs incurred by City of Gresham throughout the life of the program.
- Most of Gresham's NSP funds will be dedicated to a homebuyer assistance program in cooperation with established nonprofit agencies experienced with homeownership assistance.
- The three partners will continue to work together to satisfy the NSP requirement that 25% of NSP funds be used to assist low income housing. OHCS has indicated that this goal could be interpreted to apply to the partnership as a whole (as opposed to 25% of each partner's funding amount).

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## **BUDGET / FINANCIAL IMPACT**

In anticipation of receiving funding for this program the grant and administrative funds were budgeted in the Dedicated Revenue and Urban Design & Planning funds for fiscal year 2009-10.

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## **PUBLIC INVOLVEMENT**

Staff has consulted extensively with stakeholders and community partners in the design of the cooperative program and will continue to work with stakeholders to market the program.

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## **NEXT STEPS**

- No funds can be committed until the Amendment to the OHCS grant agreement is executed; this Amendment is expected any day now.
- Funds will be made available to eligible buyers of foreclosed properties through the homebuyer program shortly after the execution of both the OHCS Amendment and this IGA.
- A process to solicit proposals for meeting the low-income housing set-aside is under

development, and the solicitation should be issued in early September.

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**ATTACHMENTS**

1. Intergovernmental Agreement between City of Gresham, City of Portland and Multnomah County.
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**FROM:**

Mike Abbaté, Urban Design & Planning Director  
Michael Parkhurst, Associate Planner

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**REVIEWED THROUGH:**

Mike Abbaté, Urban Design and Planning Director  
Deborah Bond, Finance and Management Services Director  
Eric Chambers, Assistant to the Mayor

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**FOR MORE INFORMATION**

Staff Contact: Michael Parkhurst  
Telephone: 503-618-2416  
Staff E-Mail: [michael.parkhurst@greshamoregon.gov](mailto:michael.parkhurst@greshamoregon.gov)  
Website: [www.greshamoregon.gov](http://www.greshamoregon.gov)

Intergovernmental Agreement  
Agreement No. \_\_\_\_\_

This Agreement (IGA) is between the **City of Portland (Portland)**, **Multnomah County (County)** and the **City of Gresham (Gresham)** (collectively the Partners) and sets forth the Partners' relationship for the implementation of their activities as Subgrantees under the Neighborhood Stabilization Program (NSP) authorized under Title III of the Housing and Economic Recovery Act of 2008 as administered by the State of Oregon, acting by and through its Housing and Community Services Department (OHCS), and is for the cooperation of units of local government under the authority of ORS 190.010.

**RECITALS:**

WHEREAS, OHCS has received a federal grant award from the U.S. Department of Housing and Urban Development (HUD) pursuant to the authority of sections 2301 – 2304 of the Housing and Economic Recovery Act of 2008 (Public Law 110-289 (July 30, 2008)) (HERA). The program established pursuant to section 2301-2304 is known as the "Neighborhood Stabilization Program" or "NSP."

WHEREAS, the federal grant to OHCS is subject to the Notice of Allocations, Application Procedures, Regulatory Waivers Granted to and Alternative Requirements for Redevelopment of Abandoned and Foreclosed Homes Under the Housing and Economic Recovery Act, 2008 published at 73 FR 58330 (October 6, 2008) (Notice); HERA; OHCS's submission for NSP assistance; the HUD regulations at 24 CFR Part 570 (as modified by the Notice and as now in effect and as may be amended from time to time) (Regulations); and the Funding Approval, including any special conditions.

WHEREAS, the Partners expect to be Subgrantees of the OHCS administered NSP grant and wish to cooperate in their activities as Subgrantees as set forth in this IGA.

WHEREAS, the Partners have obtained the express written consent of OHCS to assign each of their rights and obligations under the NSP Subgrantee Agreements, as appropriate to carrying out the intent of this IGA.

**THE PARTNERS AGREE AS FOLLOWS:**

**I. Definitions and General Outline**

**A. Effective Date and Duration**

This IGA shall become effective upon the signature of every party. This IGA shall terminate on March 16, 2013, but may be extended beyond that date upon the mutual written agreement of the Partners.

**B. Purpose, Scope, and Goals**

This IGA will serve as a framework for all NSP activities the Partners undertake collectively, and jointly commits the NSP Subgrantee funds of the Partners to carry out

eligible activities throughout Multnomah County, while meeting the following mutually defined goals:

1. Reduce the negative impact of foreclosed properties on neighborhoods
2. Promote homeownership and provide greater homeownership opportunities for historically disadvantaged communities
3. Increase the availability of affordable housing
4. Assist the maximum number of households possible
5. Maximize the long-term impact of public investment through long-term affordability
6. Coordinate use of NSP funds within Multnomah County for maximum impact

C. Subgrantee Agreements

The Partners recognize that NSP funds are awarded by HUD to OHCS, which in turn allocates funds to the Subgrantee local jurisdictions in Oregon, subject to NSP Grant Agreements with the Subgrantees (Subgrantee Agreements) to be executed between OHCS and the Partners. The Subgrantee Agreements spell out program requirements and rules in detail, as well as procedures for disbursement of and accounting for NSP funds.

D. Funds Available

The Partners commit NSP funds to activities authorized under this IGA as follows:

\$ 3,538,217	Portland and Multnomah County
\$ 617,649	Gresham
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\$ 4,155,866	<b>TOTAL</b>

E. Administrative Costs

Gresham and the County agree to reimburse Portland for eligible administrative costs (per the OHCS definition thereof) incurred in administering activities under this IGA. A maximum of \$25,000 will be available from Gresham and \$24,177 from Multnomah County for administrative costs; these amounts are included in the total figures above for funds available. Reimbursement requests for administrative funds on behalf of Gresham will be reviewed prior to payment by the Gresham Contract Manager. Multnomah County administrative funds will be passed directly to Portland from OHCS along with Multnomah County services funds. Portland will then submit monthly statements regarding the use of Multnomah County administrative funds to the County Contract Manager for review and approval.

F. NSP Steering Group

Contract Managers, or their designees, from each of the Partners will serve as a Steering Group, to direct jointly-funded NSP activities and to see that the goals of the Partnership are met. The Steering Group shall determine policies and procedures for NSP activities funded by the Partnership, in compliance with the terms of the Subgrantee Agreements.

G. Lead Agency

City of Portland's Housing Bureau (PHB) will act as the Lead Agency for the Partnership, and will be responsible for actual administration of activities, accounting, disbursement of

NSP Subgrantee Agreement Funds (NSP Funds), compliance, reporting, and all other terms described in the Subgrantee Agreements. Section II below describes in more detail the role of the Lead Agency.

H. Geographic Distribution of NSP Funds

Generally it is understood that Gresham's share of NSP Funds are to be used for activities within Gresham, and Portland NSP Funds for activities within Portland. However, where mutually agreeable, Gresham and Portland may choose to jointly fund projects that further one or more goals of both Partners. NSP Funds contributed by County may be directed to activities anywhere within an eligible area of the County.

I. Amendments

Any proposed changes to this IGA must be adopted by written amendment, approved by each signatory to the IGA.

J. Contract Managers

All reports, notices, and other communications required under or relating to this IGA shall be directed to the Contract Manager for each jurisdiction, identified below.

<u>City of Portland</u>	<u>Multnomah County</u>	<u>City of Gresham</u>
Contract Manager: Phil Willis-Conger	Contract Manager: Seth Lyon	Contract Manager: Michael Parkhurst
Portland Housing Bureau	Multnomah County Human Services	Urban Design & Planning
421 SW Sixth Ave., Suite 1100	421 SW Oak St, Suite 200	1333 NW Eastman Pkwy
Portland, OR 97204	Portland, OR 97204	Gresham, OR 97030-3813
503-823-3486	503-988-6295 x.26013	503-618-2416
503-823-2387 (fax)	503-988-3332	503-669-1376 (fax)
Phil.WillisConger@ci.portland.or.us	seth.a.lyon@co.multnomah.or.us	michael.parkhurst@greshamoregon.gov

II. Lead Agency

A. NSP Program Administration

The Lead Agency will, to the extent possible within the processes established by HUD and OHCS, be responsible for all aspects of administering the activities of the IGA. The Lead Agency's Contract Manager is authorized to carry out all routine business of the Partnership, as directed by the Steering Group.

B. Compliance with NSP Requirements and OHCS Subgrantee Agreements

The Lead Agency will ensure that activities funded under this IGA comply with all federal and state requirements governing NSP Grant Agreements, as described in the Subgrantee Agreements.

C. Reimbursement of Administrative Costs

The Lead Agency shall be reimbursed (either directly from OHCS or by the other Partners) for the cost of administering NSP Subgrantee Agreement activities on behalf of the Partners in accordance with provisions governing administrative costs in the Subgrantee Agreements. The Lead Agency will submit statements upon a mutually agreeable schedule, not more frequently than monthly.

### **III. NSP Eligible Activities**

#### **A. Direct Homebuyer Assistance**

The Partners will establish a program to assist eligible homebuyers with the purchase and repair of foreclosed homes in NSP Target Areas.

##### **1. Form of Assistance**

Eligible homebuyers may receive a 0% interest, deferred-payment second mortgage which may include funds for necessary repairs. In no case will the total amount of assistance to a particular homebuyer exceed the limit set by OHCS and in each Subgrantee Agreement.

##### **2. Third-Party Assistance**

The Partners anticipate soliciting assistance from experienced third parties to help homebuyers locate eligible properties, satisfy the Homebuyer Assistance program requirements, and successfully complete the purchase of their home. The Partners will establish a process to pay participating third parties a fee of no more than \$1,500 for each household they actively assist with completion of the successful purchase of a home under the program.

##### **3. Policies and Process**

Direct Homebuyer Assistance will be carried out in conformity with the respective Subgrantee Agreements signed by each Partner with OHCS.

#### **B. Low Income Housing Assistance**

Per NSP guidelines, the Partners must commit no less than 25% of its total NSP allocation to assist housing for households at or below 50% Median Family Income. The Partners anticipate issuing a Request for Qualifications or Request for Proposals to solicit assistance from nonprofit agencies with a demonstrated ability to provide housing to these households. The exact nature of this activity will depend upon the availability of foreclosed properties but may include homeownership and/or rental opportunities.

Low Income Housing Assistance will be carried out in conformity with the respective Subgrantee Agreements signed by each Partner with OHCS.

#### **C. Other NSP Eligible Activities**

Per Subgrantee Agreements executed with OHCS by each Partner, the Partnership may undertake additional NSP-eligible activities, subject to Subgrantee Agreements.

#### **IV. Activities Under this IGA Subject to Law.**

All activities under this IGA are subject to the Federal and State laws, rules, regulations and NSP Grant and NSP Subgrantee Agreements applicable to the NSP program.

#### **V. Other Miscellaneous Provisions**

##### **A. Timeline for Commitment and Disbursement of Funds**

Funds under this IGA must be obligated, committed and expended within the timelines to be established for each activity by the Steering Committee, subject to the deadlines established in the Partners' respective Subgrantee Agreements.

##### **B. Program Income**

Any Program Income returned to the Partners (either directly from loan repayments or other proceeds derived from NSP-funded projects, or indirectly through OHCS) will be allocated to NSP-eligible activities at the direction of the Steering Group.

##### **C. Termination**

Any Partner may withdraw from this IGA at any time by written notice, at least 30 days prior to the effective date of withdrawal, to each of the other Partner's Contract Managers, subject to conditions that may be imposed by OHCS. Administrative funds due to the Lead Agency at the time of withdrawal will be calculated based on administrative costs incurred by the Lead Agency at the time of withdrawal and any costs allocated to administering the withdrawal of the notifying Partner, up to the maximums on administrative funds available specified in section I.E above.

##### **D. Reporting/Access to Records**

The Lead Agency shall make available to each of the Partners reports in a format and on a schedule defined by the Steering Group, including summaries of expenditures and beneficiaries of NSP activities.

##### **E. Reversion of Assets**

Upon expiration or termination of the IGA, the Partners will each retain any unallocated NSP funds, less administrative fees due to the Lead Agency, as of the date of termination.

##### **F. Award of Additional NSP Funds by OHCS**

In the event of an increase in funds available to the Partners from OHCS, the NSP Steering Group will determine the best allocation of those funds, consistent with federal and state requirements, and the goals of the Partners.



## CITY OF GRESHAM

Erik Kvarsten  
Gresham City Manager

Date

**APPROVED AS TO FORM:**

David Ris  
Gresham City Attorney

Date

## CITY OF PORTLAND

Nick Fish  
Commissioner-in-Charge

**APPROVED AS TO FORM:**

Linda Meng  
Portland City Attorney

LaVonne Griffin-Valade      Date  
Auditor of the City of Portland

**MULTNOMAH COUNTY**

Ted Wheeler	Date
County Chair	

**APPROVED AS TO FORM:**

Patrick Henry  
Assistant County Attorney

Date



# **GRESHAM CITY COUNCIL**

## **AGENDA ITEM TYPE: DECISION**

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### **2009-10 Gresham Economic Development Goals & Strategies**

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Meeting Date: August 18, 2009

Agenda Item Number: E-2

Service Area: Economic Development Services

Service Area Manager: Janet Young

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#### **REQUESTED COUNCIL ACTION**

Move to approve the adoption of the 2009-10 Economic Development Goals & Strategies.

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#### **PUBLIC PURPOSE AND COMMUNITY OUTCOME**

The Economic Summit, including development of Economic Development Goals & Strategies, is a 2009 Council Work Plan item which began in 2008. Adoption of the Economic Development Goals & Strategies by City Council will guide the City's Economic Development efforts to help strengthen Gresham's economy in the key sectors of manufacturing, clean technology and professional, scientific and technical services.

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#### **BACKGROUND**

The City Council first identified an Economic Development Strategy as one of its Top 6 Priorities for the 2008 Council Work Plan. Staff began work on this item in 2008, culminating in the Economic Summit which was held April 3, 2009 at Gresham City Hall. The Summit was well attended, including a wide range of Gresham and regional businesses, representatives of state and regional education and public agencies.

The Summit covered three main focus areas, based on Gresham's current strengths and key opportunities for growth:

- Manufacturing
- Clean Technologies (including solar manufacturing)
- Professional, Scientific & Technical Services

The main goal of the Summit was to gather input from local businesses and stakeholders regarding the draft Goals & Strategies. Input received from Summit attendees has been documented and incorporated into the proposed Goals & Strategies document.

Staff recommends adoption of the 2009-10 Economic Development Goals & Strategies. Should Council adopt the 2009-10 Goals & Strategies, staff will create a work plan for implementing those Goals & Strategies which are not already ongoing in Economic Development Services.

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#### **RECOMMENDATION AND ALTERNATIVES**

Staff recommends Council adopt the attached 2009-10 Economic Development Goals & Strategies. If Council prefers changes to the document, staff will return with a revised version.

Not adopting the proposed Goals and Strategies would not have immediate impact, but could lead to changed priorities for economic development in the future.

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#### **BUDGET / FINANCIAL IMPACT**

Funds to implement this item are included in the Economic Development Services budget.

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#### **PUBLIC INVOLVEMENT**

- Prior to the Economic Summit, focus groups were held with a range of stakeholders, leading to the draft Economic Development Goals and Strategies document which was presented at the Summit.
  - A dedicated area on the Economic Development website housed all Summit related materials, including the agenda, registration form, sponsorship opportunities, etc.
  - Materials were distributed via partners (Gresham Chamber of Commerce, East Metro Economic Alliance, Regional Partners, etc.) to their membership. In addition, staff emailed and telephoned Summit materials to Gresham's traded sector companies, regional brokerage community and key elected officials.
  - The Summit was held on April 3, 2009, with approximately 70 people in attendance. Attendees provided valuable input during the table discussions at the Summit, which were recorded by a table facilitator and submitted to staff at the end of the event.
  - A feedback form was also given to each attendee, offering additional opportunities for input. The feedback form was also available on the City website for anyone who did not submit their feedback form on the day of the Summit.
  - Footage of the Summit was aired on Metro East Community Media (MECM) public access television. DVD's of main components of the Summit have been produced; portions will be posted on the website when a pending update to the system is completed.
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#### **NEXT STEPS**

If approved by City Council, staff will prepare work plans for implementation of the Economic Development Goals and Strategies.

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#### **ATTACHMENTS**

- A. Staff Report (memo)
  - B. Proposed 2009-10 Economic Development Goals & Strategies
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#### **FROM:**

Janet Young, Director, Economic Development Services  
Shannon Lopez, Business Recruitment Specialist, Economic Development Services

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#### **REVIEWED THROUGH:**

Deborah Bond, Financial Management Services Director  
David Ris, City Attorney  
Eric Chambers, Assistant to the Mayor

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**FOR MORE INFORMATION**

Staff Contact: Janet Young, Director, Economic Development Services

Telephone: 503-618-2504

Staff E-Mail: [janet.young@ci.gresham.or.us](mailto:janet.young@ci.gresham.or.us)

Website: [www.greshamoregon.gov](http://www.greshamoregon.gov)



# MEMORANDUM

## Economic Development Services

To: Mayor Shane T. Bemis and  
Members of the Council

From: Janet Young, Economic Development Services Director  
Shannon Lopez, Business Recruitment Specialist

Date: August 18, 2009

Subject: Summary of Economic Summit

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### Background

The City Council identified an Economic Development Strategy as one of its Top 6 Priorities for the 2008 and 2009 Council Work Plans. Staff began work on this item in 2008, culminating in the Economic Summit which was held April 3, 2009 at Gresham City Hall. More than 70 people attended the Gresham Economic Summit from a wide range of Gresham and regional businesses, representatives of state and regional education and public agencies.

Several components went into planning the Summit and preparing the Economic Development Goals & Strategies (attached), including:

- Data research and tabulation (demographics, employment & business data)
- 'What makes Gresham unique' research (Summer Intern 2008)
- Manufacturing Focus Groups (held Fall 2008)
- Workforce & Economic Development Focus Group (held Fall 2008)
- Targeted solar industry marketing strategy (Winter 2009)
- Review and input from internal, cross-departmental team

### Summit Focus

The Summit covered three main focus areas, based on Gresham's current strengths and key opportunities for growth:

- Manufacturing
- Clean Technologies (including solar manufacturing)
- Professional, Scientific & Technical Services

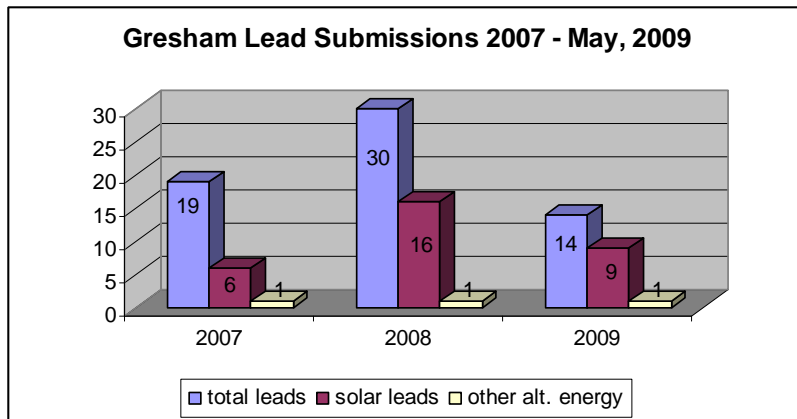
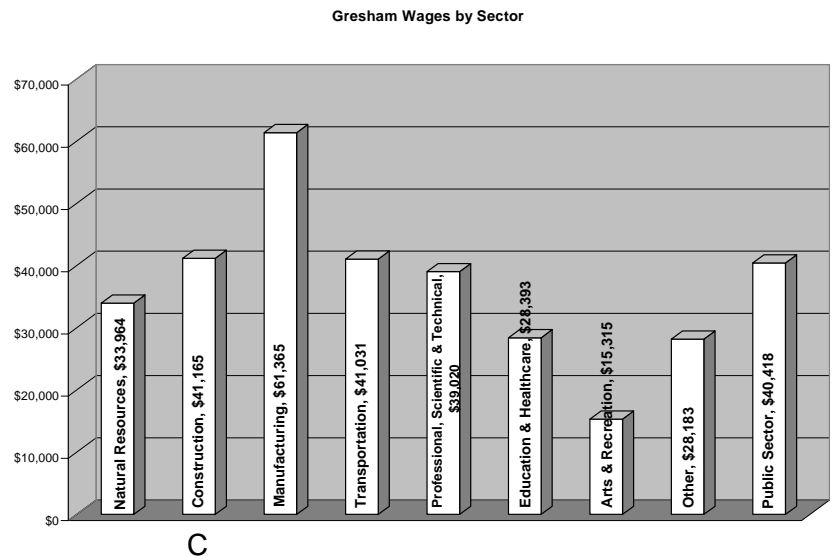
In order to address some of the issues the City faces (growing and changing population, jobs-housing imbalance, changing economy, slow development in the historic Downtown area and new UGB areas like Springwater) staff believe that these three industries provide the best opportunities to strengthen Gresham's economy.

### Manufacturing

Manufacturing already has a significant presence in Gresham, representing 7 % of companies within the City, more than 16% of employment, and over 25% of payroll city-wide. Gresham manufacturing companies pay the highest average wage of all sectors in Gresham. This average annual wage for

manufacturing is higher than the Portland metro area, the State, and even the United States.

Experts say that manufacturing will continue to be an important sector in the United States, but may have fewer (though more highly skilled) employees and more automated equipment. Gresham's vibrant manufacturing foundation – and skilled workforce will add value to any new growing or manufacturing company, including clean technology companies, especially solar manufacturers.



### Clean Technology

Clean technology, especially renewable energy, is a strong emerging industry across the globe. Since early 2007, Gresham's Economic Development staff has responded to more than 60 recruitment leads through the Oregon Business Development Department (OBDD, formerly OECD) and other partners – with more than 49% of those leads coming from solar manufacturing companies. Given the Portland region's strengths in sustainability and clean technology – listed as the “greenest city in the U.S.” (Popular Science) and first in

LEED certified buildings per capita (Popular Science) – the region, and Gresham are poised to take advantage of the growth happening in this new industry.

As part of the 2009 Council Work Plan item to improve the community's economic vitality by aggressively targeting solar and clean technology businesses to locate on industrial lands in Gresham, Economic Development Services completed an assessment of Gresham's strengths and areas for improvement within the solar market. The outcome of that assessment includes several recommendations for how the City might better position itself in the Clean Technology sector. Those recommendations are incorporated in the Economic Development Goals and Strategies.

The State of Oregon's clean technology incentives – including the Business Energy Tax Credit (BETC) program, State Energy Loan Program and a newly adopted Feed-In Tariff Pilot program – coupled with federal energy incentives and local incentives like the Enterprise Zone and Strategic Investment Zone (SIZ) make Gresham a prime location for clean technology companies.

In addition to a very competitive incentives package – Gresham has one of the premier vacant industrial sites worldwide – the LSI Campus. The LSI Campus (also called the Gresham Technology Park) is a

200+ acre industrial campus with exceptional utilities, excellent transportation access, and access to a highly skilled workforce. Given those assets, Gresham is well positioned to take advantage of the growing Clean Technology and Solar Manufacturing sectors.

### Professional, Scientific & Technical Services

The Professional, Scientific and Technical Services (PST) sector includes architects, lawyers, health care, accountants, design firms, engineers, software development and more. These are much needed services that also provide support to existing manufacturing companies, as well as future clean technology companies.

Gresham has a number of very successful companies in this sector already – and there is a huge opportunity for growth, especially in the Regional Center of downtown Gresham and in industrial corridors. Healthcare also has a successful foundation in Gresham, and the City has the potential to be a larger hub for medical services. While this sector is experiencing some

success, Gresham's current Professional, Scientific and Technical services jobs pay slightly lower wages on average than other areas in the metro region (see chart above). There may be several factors contributing to this, some of which were discussed during the Professional, Scientific and Technical Services panel at the Summit. Those factors could include: a lack of existing Class A office space which is desirable for most PST firms, distance to Downtown Portland and customers, and a lack of market demand for PST jobs in Gresham due to the proximity to Portland.

With emphasis on revitalizing Gresham's Historic Downtown and Regional Centers, as well as a newly updated Industrial Development code which allows for this type of use, this sector represents an opportunity for growth in Gresham. These types of jobs would also be a good fit in the Springwater Industrial (IND) and Research & Technology Industrial (RTI) zones.

<b>Professional, Scientific &amp; Technical Services 2007 At a Glance</b>		
Total Number of Companies who reported in this sector:	165	6.6% of City total
Total Employment:	542	1.4% of City total
Total Annual Payroll:	\$18,379,930	1.3% of City total
Average Annual Wage/employee:	\$33,937	
Portland Metro Area:	\$63,204	

### **Summit Overview**

The overarching goal of the Summit was to gather input from local businesses and stakeholders regarding the draft Goals & Strategies. Input received from Summit attendees has been documented and, where appropriate, incorporated into the attached Economic Development Goals & Strategies.

The Summit agenda included an economic overview by Portland Economist Joe Cortright, a keynote address focusing on Clean Technology by Ron Pernick, author and co-founder of The Clean Edge, and a "Try Local First" presentation including tips for local business procurement. A panel of experts presented on each focus area (Manufacturing, Clean Technologies and Professional, Scientific and Technical Services). In addition to those panel presentations, facilitated discussions took place at participant tables. Facilitators guided participants through a list of questions within each focus area – including topics like "Is Gresham seen as an attractive place for new companies to locate or expand?," "How are you seeing Gresham's commitment to sustainability play out in the community?," and "How would Gresham feel/look differently with a major office tenant in Downtown Gresham?"

Participants provided thoughtful input regarding all the questions asked. Many echoed sentiments staff

heard through the focus group efforts regarding Gresham's strong manufacturing sector. Regarding Clean Technologies and Gresham's efforts in sustainability – participants' responses were positive and encouraging, but also noted some challenges in renewable energies in general. Discussions regarding the Professional, Scientific and Technical Services sector focused around Gresham's assets like freeway access, MAX and proximity to Portland International Airport as reasons why employees would want to work in Gresham. These discussions also cited examples of successful 're-branding' efforts and how Gresham could use best practices seen around the region.

A complete summary of table discussion responses is posted on the Economic Development website.

### **Feedback from Summit Participants**

Attendees were asked to complete an evaluation form at the end of the day. Based on the evaluations received, more than 82% of attendees rated the Economic Summit 8 or higher on a scale of 1 -10 (with 10 being the highest score). Tabulation of evaluation forms are also posted on the Economic Development website.

There were very few specific suggestions regarding modifications to the draft Goals & Strategies.

One suggestion, however, came from both the Superintendent and the Board Chair of the Gresham-Barlow School District, who supported a stronger emphasis on education. Both offered to work closely with the City on efforts to ensure an appropriately educated workforce for tomorrow's jobs, and suggested having a stand-alone goal for education.

Rather than put education in a separate goal, staff recommends enhancing education as a cross-goal component, closely tied to each of the Economic Development goals. The Economic Development Goals and Strategies document reflects that approach.

Key provisions of the targeted solar strategy have also been incorporated into the Goals and Strategies.

### **Implementation of Economic Development Goals & Strategies**

Adoption of the Economic Development Goals & Strategies by City Council will guide the City's Economic Development efforts to strengthen Gresham's economy – especially as it relates to manufacturing, clean technology and professional, scientific and technical services jobs for the City in the future.

Staff will create a work plan for implementation of the Goals and Strategies for those items which are not already ongoing in Economic Development Services.

If you have any questions regarding the Economic Development Summit, please contact Janet Young at 503-618-2504 ([Janet.Young@ci.gresham.or.us](mailto:Janet.Young@ci.gresham.or.us)) or Shannon Lopez at 503-618-2854 ([Shannon.Lopez@ci.gresham.or.us](mailto:Shannon.Lopez@ci.gresham.or.us)).



# Vision: Establish Gresham as a Premier Economic Engine of the Metro Region

Building Community: help Gresham companies thrive, expand and create new family wage jobs

Practicing Sustainability: target attraction and growth of companies who share Gresham’s values for sustainability

Realizing Opportunity: position Gresham as a leader in Clean Technology through aggressive, targeted recruitment

## Economic Development Goals & Strategies 2009/10

### Goal 1: Manufacturing

Strengthen and grow Gresham’s existing manufacturing sector, retain existing family wage jobs, and create new family wage jobs.



#### Retention & Expansion

Strategies: Manufacturing

- Maintain high quality infrastructure that serves existing Gresham companies and explore extensions or upgrades for key business expansion prospects
- Evaluate current incentive programs and consider modifications to attract high value and/or high employment manufacturing companies
- Offer businesses streamlined, responsive and customer driven services for expansion and new construction, such as the Rapid Response Team
- Continue retention visits with existing Gresham companies:
  - assess current situation and provide needed support services
  - connect existing companies with new opportunities (new industries, new products, potential partnerships with other local companies, etc.)
- Strengthen regional partnerships (Manufacturing 21, East Metro Economic Alliance, Port of Portland, Business Oregon, etc.) which provide programs for expansion and growth of the manufacturing cluster

### Goal 2: Clean Technologies

Position Gresham as a preferred location for Clean Technology (wind, electric vehicle, energy storage) and Solar Manufacturing companies, including support industries along the value chain.



#### Recruitment

Strategies: Clean Technologies

- Aggressively target and recruit high wage/high investment companies by:
  - promoting Gresham’s ready-to-go, high quality industrial sites and streamlined permit processes
  - participating in key sector tradeshow and events
  - marketing Gresham and Oregon’s strong incentives
- Create, with the assistance of regional partners, detailed inventory of key clean technology supplier, education and workforce training opportunities, and availability of skilled workforce
- Assist with industrial site certification of LSI property
- Underline Gresham’s commitment to sustainability with concrete, verifiable steps and demonstrable projects
- Continue to demonstrate political commitment to growth of the Clean Technology sector in Gresham

### Goal 3: Professional, Scientific & Technical Services

Encourage job creation and new investment – especially in the Professional, Scientific and Technical Services sectors – in Gresham’s Regional and Employment Centers.



#### Research

Strategies: Professional, Scientific & Technical Services

- Identify obstacles to construction of multi-story professional office development in the Regional Center and potential solutions to such barriers
- Research and implement new tools/programs to encourage professional service growth in both Regional and Employment Centers; evaluate current tools
- Support implementation of recently adopted Gresham Downtown Plan
- Support current partners (Gresham Downtown Development Association, Historic Downtown Gresham Business Association, Center for the Arts Foundation)
- Market the attributes of Gresham’s Regional and Employment Centers for professional service development to state and regional developers, realtors and appropriate professional organizations

## Cross-Goal Component – Education and Workforce Strategies

Create a work group with education, workforce specialists and business representatives from targeted sectors to strengthen east county’s ability to compete by ensuring a talented labor pool for the targeted sectors above, including job training, curriculum development, career pathways. Focus on partnerships between employers and educators. Consider activities for each targeted sector such as:

- host ongoing manufacturing employer roundtable to understand needs of local companies
- investigate best practices for manufacturing workforce pathway programs in partnership with programs such as the Oregon Manufacturing Initiative
- encourage partnerships between individual local companies and local educational programs

- host regional clean technology employers to develop clean technology training and curriculum needs which could specifically benefit Gresham residents
- inventory current strengths in the region for clean technology sector workforce training and education (including University resources) and gaps which could be filled in east county

- host professional services roundtable discussion to determine:
  - market/readiness of PST jobs in Regional and Employment Centers
  - feasibility of sites/land suited to these types of development
- inventory program
  - sustainability & Green Health Care Tracts at MHCC
  - existing programs at CAL and ACE